RESEARCH PROPOSAL OF THE THESIS ENTITLED

IMPACT OF TRANSFORMATIONAL LEADERSHIP ON WORK LIFE BALANCE OF WOMEN EMPLOYEES WITH SPECIFIC REFERENCE TO HIGHER EDUCATION INSTITUTIONS OF GUJARAT

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By

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1. Introduction:

1.1 About Leadership

Leadership is the ability or approach of an individual to inspire, encourage and motivate an individual or group of people to work collaboratively towards achieving the institutional goal. It is an action or strategies which is being exercised by an individual in authoritative manner. Leadership is all about mannerism of communicating value, belief and norms of an organization and to lead effectively to influence the people for achieving exceptional performance. There are several types of leadership style which exists and depending upon the type of work culture; it identifies and influences performance of an institution and employees in different ways.

The performance, satisfaction or motivation of an employee gets affected by various factors such as governance, various policy, working culture, internal cooperation, pay structure etc. Herein, role of leader is significant to bring effectiveness in the regulatory system. It is observed that leader influences the success of any institution as it shapes the organizational culture, fosters innovation, promotes employee engagement and brings overall satisfaction. The potential of any leader lies in compassionate attitude, empathy, influencing followers and having generous approach for their employee.

The technological transformation and innovation in the academic institution is imperative wherein role of leader is significant to encourage and motivate employee to adopt the changes. The National Education Policy – 2020 (NEP – 2020) has significantly impacted overall academic transformation, governance and administrative modalities of higher educational institutions wherein role of leadership will be crucial. Also, due to fast changing world with technical advancement & rise in global competition, it is crucial that leader adds value and passion in the followers to achieve the vision. Considering all such aspects and characteristics of various leadership style; it is found that Transformational Leader having compassion, quality to inspire & motivate others to meet the fast-changing technical demand is suitable for the academic institutions.

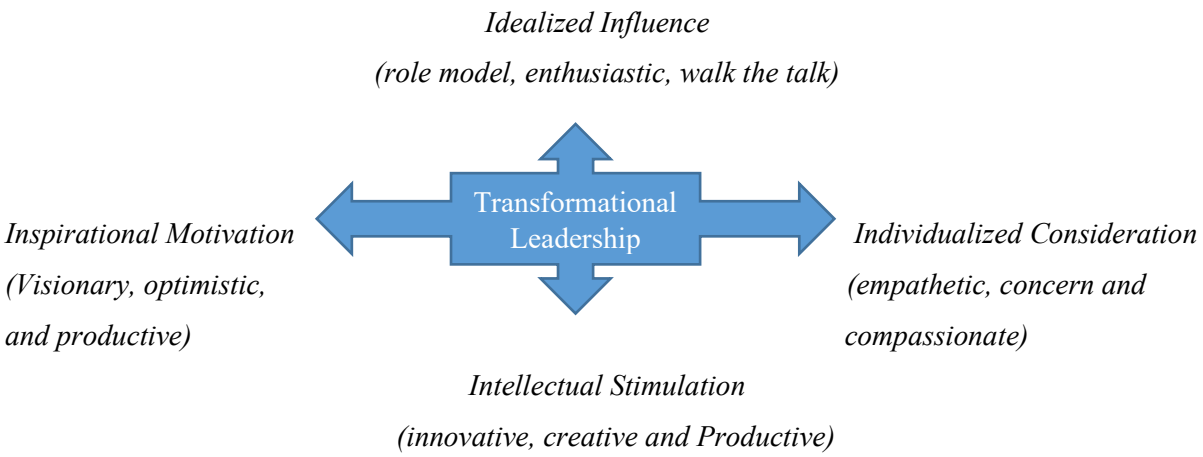
1.2 Transformational Leadership Style

Initially in 1973, the concept of “Transformational Leadership” was introduced by James V Downton in his sociological study “Rebel Leadership: Commitment and Charisma in the

Revolutionary process". Then, it was further expanded in 1978 by James MacGregor Burns who has signifies the difference between Transactional (self-interest & exchange theory) and Transformational leadership (ethical & motivational) style. Burns in his book titled "Leadership" signifies the difference between leadership and management which was further expanded by Bernard M Bass in 1985. In addition to the theoretical framework, Bernard in his study has presented influencing factors of behavior of Transformational Leader.

Transformational Leadership is all about influencing the followers towards the defined vision. It is a leadership style in which leader encourages and motivate the followers to achieve outstanding performance by providing clear vision, setting ambitious goal and stimulating the followers to go beyond their own interests and to work towards the development of an organization or society. This leadership is all about leadership efficiency such as subordinate satisfaction, enthusiasm, and performance. The characteristic of such leaders are empathetic, promotes new idea, inspire and motivate others and having clear vision to articulate to its followers to achieve exceptional performance. They create positive and supportive work environment for its employee. Some of the well-known examples of Transformational Leadership are Mahatma Gandhiji, Sir Ratan Tata, Azim Premji, Nelson Mandela, Barak Obama etc.

After various empirical work of research, the four important elements of the Transformational Leadership with their characteristics are identified which is mentioned as under;



1.3 Work Life Balance of Women Employee

Women have multiple roles to play in the society however, due to increase in access of education, social reformation, economic opportunities, liberation etc. representation of women

in all sphere of life has significantly increased. Women still face numerous hindrances to meet their obligatory requirement of personal & professional life. Work life balance is a state in which components of personal & professional life are at harmony. Earlier it was believed that so far as performance of an employee is concerned, non-work domains are separate entities and having no significant impact. However, considerable research has found that work & non-work domains are interconnected. Work Life Balance is a kind of harmony which removes the obstacles occurs between paid work and non-work domains.

In addition to their social responsibility, women face various professional challenges such as long working hours, supervisory support, cooperation from colleagues etc. In the present era due to technological advancement, growing competitions and globalization, employees are challenged to remain constantly available for their job requirement. This requires greater need of balancing their work & non-work life. Absence of well balance may adversely affect to the well-being & performance of women employee.

1.4 Transformational Leadership for Work Life Balance of Women Employee

Observing to previous generation which reflects narrow role of women in education and employment, now due to various initiative by the government and social reformation, there is a potential & faster rise in the female education. This have helped women to outshine and climb the ladder of success in various field of education, technology, science, engineering, management etc. Women plays multiple roles with multiple responsibilities at their personal & professional front. Women education will lead to women employment & empowerment. Due to their increased role of involvement in employment has increased the need for perfect balance of their personal & professional life.

In addition, due to rapid technological development, availability & mobility of employment opportunity & adoption of humanity approach for sustainability for maintaining good organization culture, it is imperative that leader not only look into the work performance of an employee but provides a conducive atmosphere to balance between work & non-work activities. Traditional focus of leadership was on traits and behavior style adopted by a leader which has vital impact on forming strong reciprocal relationship between leader and an employee. This leadership style has an impact to bring and encourage positive behavior amongst the followers. The rising prominence of balancing between family life and work

domain have created conflict when one domain requires time and consideration makes it difficult to obligate the demand in other domain.

Employee engagement is important aspect of any institute or organization as it has direct relevance with productivity, satisfaction, motivation, commitment and turnover intention. Employees who have high involvement will have emotional attachment with their organization and hence, it is presumed that employee engagement is also depends on the leadership style. Support and motivation in work can be given by a leader to his subordinates is vital to retain the employees. Hence, the characteristics of Transformational leadership such as supportive, motivating, encouraging, creative, empathetic etc. is the key indicator to help the women employee to justify and manage their work-life balance.

2. Literature Review :

(Demirtas, O., & Mustafa Karaca., 2020) in their book titled "A Handbook of Leadership Styles. United Kingdom: Cambridge Scholars Publishing" has explained on all the classical and contemporary leadership styles and have briefly elaborated the extensive term of leadership. In this book they have mentioned various aspects of leadership traits, theories, behavior etc. and have clearly defined the difference between leadership and management. With strong academic background, this book has given extensive suggestions on future research as well.

(Bernard M Bass, 1999) in his article "Two Decades of Research & Development in Transformational Leadership" has briefed on historical background on need and development of such leadership style. It has elaborated on how belief and norms for authority were transformed from autonomy to participative leadership which aligns interest of an organization & its members which leads the conceptual difference in Transformational leadership style from other existing leadership style. The article mentioned various concepts and theories such as Leader Member Exchange (LMX), Laisse-faire and Transactional leadership style and defined on how it differs. It has specified how "four dimensions of Transformational leadership style i.e Idealized Influence, Inspirational Motivation, Intellectual Stimulation & Individualized Consideration" helps followers to move up from Maslow's hierarchy theory. It has also defined conceptual difference between Transactional & Transformational leadership style and how

organization culture, moral, personal development, training & education gets affected by said leadership traits.

(Gonfa, B. D., 2019) in his article "Review on Components of Transformational Leadership" has shade lights on how various author have defined the term "Transformational Leadership" and have elloborated the major components of it.

(Simic I, 1998) in her article "Transformational Leadership – The Key to Successful Management of Transformational Organizational Changes" has defined on the invention of the concept of Transformational leadership, its qualities and essential comparison of the two different leadership styles. The author has mentioned some of the qualities of leader such as courage, creativity, led by values, visionary abilities etc. which distinguished the role of leader to bring transformation in any organization. Also the classification of skill is defined as "Four I's" which represents qualities of Transformational leaders. The article has also stressed upon attributes of Transformational leaders such as team orientation, teaching, recognition etc.

(Iain Hey, 2006) in his research "Transformational Leadership: Characteristics and Criticisms" has elaborated the background /development of the Transformational Leadership with significant differential concept with Transactional Leadership. It has specified the characteristics, principles & factors which is being exhibited by effective leader in the fast changing organizational structure due to technological and global changes. The Transformational leadership concept has four 'I' which influence, motivate and taken in consideration to have an additive effect which yield performance beyond expectations. The author has explained the applying principles of organizational change due to Transformational leadership style.

(Moradi Korejan, M Shahbazi, H, 2016) in their research "An analysis of the transformational leadership theory" have explained concept & crucial role of leadership for the growth & development of any organization and thereby increasing overall quality work-life & satisfaction of an employee. It has elaborated role of Transformational Leadership which helps to motivate, add value and create atmosphere for employee where an individual interest can be diverted for the overall development of the organization. The author has explained the characteristics, factors affecting role of leadership with various dimensions of Transformational Leadership.

(Asha Rachel Cherian & Prof. Dr. Amiya Bhaumik, 2023) in their research" Transformational Leadership – a need in The Education Sector" has focused on various aspects of Transformational Leadership such as innovation, flexibility, comprehensive vision etc.

which influences or affects academic achievement for vibrant learning environment. It has explained on how two dimensions i.e Idealized Influence & Intellectual Stimulation affects the capacity of educator for transforming them into a leader. Due to reformation of education system which has brought foundational change in education, it is imperative for educators to be boosted to be a change maker. This required various leadership skills for bringing dedication and understanding among all the stakeholders and improving competency of teachers.

(Paula Bough, Carolyn Timmes et.al, 2020) in the chapter "Work–Life Balance: Definitions, Causes, and Consequences" has defined multiple definitions of work-life balance which is commonly acknowledged by various authors focusing on aspects associated with spending equal time for work and non-work activities. It has focused on various resources having considerable impact on work-life balance such as time based resources (flexibility), emotional resources (support mechanism), physical resources, etc. and consequence arises due to hindrance in segmenting the balance. It has also defined how the imbalance causes job satisfaction, mental health and work-life harmony to an individual.

(Sani, K. and Adisa, T.A., 2024) in their article "Work–Life Balance: Does Leadership Matter?" has mentioned various definitions of Work Life Balance (WLB) and aligned the literature to understand the impact of leadership on managing WLB. It has outlined the conceptual framework & characteristics of Transformational & Transactional leadership style and its impact on managing WLB by an employee. The finding of the research suggests that work-life balance opted by the organization brings positive impact on performance of an employee. The author has explained impact of difference on adopting / allowing work life balance policies by Transformational & Transactional leadership. The study revealed on how the behavior, performance and rewards between leader & employee has logical interconnectivity between leadership style and WLB.

(Priya George and Narappichi Veetil Sreedharan, 2023) in their study "Work Life Balance and Transformational Leadership as Predictors of Employee Satisfaction" has elaborated concept of WLB, T.L and Job Satisfaction and their interrelation which influences success of any organization. It has recommended development of strategies or policies which increases innovation, creativity, dedication, job involvement etc. to have equilibrium by employees. It has also examined on how the balancing between two domain is crucial for employee satisfaction.

(Shravanthi, A. R., Deshmukh, S., & Deepa, N., 2013) in their study "Work Life Balance of Women in India" attempted to understand the work-life balance practices being followed in

Indian organization with the help of primary data through various literature review. The author has defined on various supportive practices / tools which is helpful for a women employee to balance their professional and personal life. The focus is more on women rendering their services in SET and have also given references of various industries observing various supportive practices such as Intel, IBM, Tata industries etc. The author has also given references of various research study focusing challenges being confronted by women in any organization and have suggested supportive measures to be taken by any organization for effective work life balance for women.

(Veluthan, R., & Valarmathi, A., 2020) in their article "Constituent Factors and Implications of Work-Life Balance on Female Employees: A Study on the Indian IT industry" have specified factors which are responsible for creating imbalance between job and family life of women employees working in IT sector. According to author there are three main factor(s) called behavior, time and stress having impact on managing balance of life by an individual. It has also mentioned various theories along with work specific measures and life specific measures which influences an individual in managing their work-life balance. The author sum-up by suggesting implementing monetary and non-monetary benefits for an employee.

(Choudhary, K. A., & Shrivastava, D. M., 2015) in their research paper "Work life Balance and Organizations: A conceptual review" have elaborated the theoretical aspects, various definitions and theories of work-life balance. The author(s) has defined individual, organizational, societal and other aspects which influences an individual for having well balance. The author has classified five major areas which has significant impact on managing work life balance and have suggested to have work policies including transformational leadership style for bringing positive impact in an individual.

(Pandian, S., & Surarchith, N. K. , 2013) in their study "Work-life balance among Non-teaching staff in Self-financing colleges in Tamilnadu" have explored to identify the factors influencing the non-teaching staff of various self-finance institutes of Madurai, Tamilnadu in having equilibrium towards work & life. The study observed that rising awareness of health in an organization greatly reduces over work and pressure that hampers productivity of an individual. One of the major factor i.e negative attitude of colleague & superior makes it difficult for retention of employee and hence suggested to develop emotionally engaged workforce.

(Suryanto Erwin, Syah Tantri Yanuar Rahmat, Negoro Dimas Angga, Pusaka Semerdanta , 2019) in their study "Transformational Leadership style and Work Life Balance:

The effect on employee satisfaction through employee engagement" have focused on how Transformational Leadership style & work-life balance impacts employee's job satisfaction. It defines various perspective, characteristics and impact of leadership style on employee engagement and observed that balancing between work and personal life will increase employee engagement and thereby the job satisfaction. It has defined on how highly engaged employee contributes in development, productivity, performance etc. and how employee supportive policy brings satisfaction.

(Dr. Bhola Chourasia and Dr. Sudhanshu. Verma, 2020) in their publication "Assessment of Role Conflict Faced by Working Women" have specified that due to increase in women education, they are more empowered and have grabbed more employment which leads them to be more financial independent. The study focuses on concept of how multiple roles played by women have increased their responsibility which may result in maintaining difficulty in managing their multiple roles. Women are more evolved in their role which raises conflict in managing equilibrium in their personal & professional life.

(Mufeed, U., 2018) in his research "An Empirical Study of Transformational Leadership and Quality of Work Life in Higher Educational Institutions" has defined the term Quality Work life and has focused on characteristics and effect of Transformational Leadership on establishing positive work culture. The study also focused on examining the relationship between the leadership style in bringing effectiveness. It has assessed and found that by providing congenial work environment and focusing on various factors such as monetary benefits & growth opportunity can enhances the performance of the employee. Hence, the study indicated that Transformational leadership style has positive impact on managing Quality Work Life Balance by employee.

(Ahmed, S., & Kiran, S.,2024) in his article "Impact of Transformational Leadership on Educational Institutions" has explained that Transformational leadership style has brought significant influence to motivate and guide the people to enhance their ability for their personal development and achieving institutional growth. The study focus is from the perspective of teaching staff as well as students which indicates that there is a positive impact of Transformational leadership style in education sector which foster cooperation, dedication and satisfaction.

3. Problem Definition :

Numerous study was conducted that focuses on factors affecting work life balance which has direct relevance on performance of an individual. Categorically, factors such as organizational culture, work conditions, work overload, technological advancement, subordinate support, organizational policy etc. have significant impact on an individual to create and have balance of life. Varied study on leadership style has been carried out for public organization, IT firm, bank sector, corporate sector, hospital, telecom sector etc. However, there are still gaps that needs to be addressed on identified leadership style i.e Transformational Leadership on managing work life balance. In addition, due to multiple roles to play; women face numerous challenges at personal and professional life which creates hindrance in having work life balance or having quality work life. With conduct of this study, the important variables will be identified to improve the work life balance of an individual i.e women employees and also, how leader might contribute in facilitating work life balance.

4. Research Questions :

1. How work life balance differs across various age group of women employee at Higher Education Institutions?
2. What are the hindrances faced by women employee in managing work life balance?
3. Does perception of work life balance of women significantly differ across various age group?
4. How transformational leadership style contribute towards managing work life balance?
5. How transformational leadership affects work engagement mediated by work-life balance?
6. How Work life balance and Transformational Leadership can be predictors for employee job satisfaction?
7. What is the relationship between transformational leadership style and work life balance for significant employee engagement?

5. Need and Significance of study :

There is preponderance of study which indicates that Transformational Leadership style has effectual signs i.e subordinate support, clear vision, keenness and ability of execution. In addition, the four dimensions of said leadership style will have a considerable impact on

balancing the personal and professional life. Hence, the purpose of the study is to examine the relationship between transformational leadership and work life balance. Also, it aims to identify the elements contributing to work life balance of women employees of Higher Education Institutions of Gujarat. This study will highlight possible issues that influences the performance of women employee and thereby various suggestive resolutions. This study will aid in comprehensive gender-specific study which motivates women to meet their obligatory requirement of personal and professional life and help to have balance. Administrator of Higher Education Institutions might use this study as support to ascertain required introduction or modifications in their existing policies for their employee.

6. Research Objectives :

- To explore the perspective of women employees to interface between work and family.
- To examine the correlation between Transformational Leadership and Work Life Balance.
- To study the impact of Transformational Leadership style on work engagement / performance and satisfaction of women employee.
- To identify work specific and life specific factors that influences work life balance of women employee.
- To suggest measures to be taken by the institute for having work life balance of women employee at Higher Education Institutions (HEI).

7. Hypothesis :

1. H1: Work Life Balance for women across different age group is different.
2. H2 : Transformational Leadership characteristics are key indicators to help women to balance their life.
3. H3 : Transformational leadership style has positive impact on managing work life balance.
4. H4 : Work-life balance has positive impacts on well-being & performance of women employee.
5. H5 : Work-life balance has a positive and significant effect on employee engagement.
6. H6 : Work-life balance mediates to have significant impact of transformational leadership on employee engagement.

8. Research Methodology :

Research Design : Based on the objectives of the study; the research would rely on qualitative & quantitative method of study for which primary data would be collected through structured questionnaire from women employees of Higher Education Institutions (HEI) of Gujarat. This includes teaching and non-teaching working women of various institutes or university of Gujarat. If required; formal interaction shall be conducted to have more elaborative study result.

Data Collection method : A Simple Random Sampling method with five-point Likert-based questionnaire (ranging from 1, strongly disagree, to 5, strongly agree) or Multifactor Leadership Questionnaire (MLQ) will be used to collect the data. The secondary data source would be through available books, articles published in journal, electronic media (i.e website) or research publications on the relevant subjects.

Sample Size : Considering the large population size of education institutions i.e 100 universities at Gujarat (i.e 2 Central university, 30 State Private university, 2 Deemed to be university and 60 State Private university), it would be appropriate to determine convenient sample size. The questionnaire shall be distributed to get approximate 200 women respondents.

Data analysis : The primary aim of data assessment is to find out the association between Transformational Leadership style and Work Life Balance so as to evaluate its impact on women employee of Higher Education Institutions (HEI).

Data analysis tools : To assess the significant relations between the variables, to test the reliability of collected data and creating a detail report of the results, the Structural Equation Modeling (SEM - AMOS) and or SmartPLS shall be used to evaluate the data.

9. Visible Research Outcome :

Although there is voluminous study on the association and impact of various variable on the work life balance, the finding of research study shall try to provide empirical evidence on the impact of transformational leadership. It will focus on women employees of Higher Education Institutions (HEI) of Gujarat. The finding shall also indicate on how various organizational elements and dimensions of transformational leadership have an impact on managing work life balance (i.e time balance, involvement balance and satisfaction balance) by women of Higher

Education Institutions. In conclusion, the research shall try to add theoretical and practical value to the knowledge in organizational research on how transformational leadership style have an impact on managing work life balance by women.

10. Scope and Limitation of the study:

10.1 Scope of the study

1. This study focuses on various aspects of defined leadership style that has an impact on managing work-life balance by women.
2. The study will be concentrating and will rely on data collected form Higher Education Institutions (HEI) of Gujarat wherein information of women employee i.e teaching & non-teaching will be collected and hence, it will have wider scope to understand various elements that has significant impact on professional life of women.
3. Factors affecting in managing balance between personal and professional life by women employees will give insights to authorities of the Higher Educational Institutions for creating conducive work culture.
4. The proposed study shall be utilized for quantitative research as a reference.

10.2 Limitation of the study

The study is gender specific study and focusing on identified leadership style for the specified field i.e educational institutions. It is based on the data collected and perspective of an individual and hence, it may vary with the view point of other individuals. The work life balance is subjective perception which changes individually. Since the study is for the Higher Education Institutions of Gujarat, it may differ with other specialized field or organizations.

11. TENTATIVE CHAPTER PLAN

CHAPTER 1 : INTRODUCTION

Leadership has significant influence on the success of institution as it shapes the academic culture, fosters innovation, promotes faculty engagement and satisfaction. From various studies that have been done so far it is evident that numerous factors affect work life balance of an individual which has direct relevance with the performance of an employee. Also, varied study on leadership style is being carried out for the public organization, IT firm, bank sector, corporate sector, hospital, telecom sector etc. However, despite wealth of research about

leadership styles and its impact on various organizational outcomes; there remains a need for more specific research for education institutes. This chapter will initially focus and provide an overview of the background of the study, research objective and significance of the study so as to identify further scope of study. It will also, give a brief of various terms used to / included to as a depended and independent variable.

CHAPTER 2 : LITERATURE REVIEW

This chapter will give brief on previous study and research that have been done so far on Transformational Leadership style, Work life Balance, impact of transformational leadership on work life balance of women employee and thereby how the hypothesis is being developed along with summary of literature reviewed.

CHAPTER 3 : METHODOLOGY

To assess the developed hypothesis and to achieve research objective, the data will be collected through Primary study by technology enabled data collection through online survey (i.e by Simple Random Sampling Method) and Secondary study will be done through literature review. To assess the significant relations between the variables, to test the reliability of collected data and creating a detail report of the results, data will be analyse by technology enable tools.

CHAPTER 4 : DATA ANALYSIS AND RESULTS

This section will include Sample of Survey Questionnaire used to collect the data and summary of Outcome / Results of data.

CHAPTER 5 : DISCUSSION AND RECOMMENDATION

On the basis of the outcome of the data analysis, the summary of research will be prepared which will signify the result outcome. This section will brief on various aspects of leadership style and scope to understand elements & factors affecting work life balance of women employee. Based on the summary of research future scope of research based on the limitations will be specified. The conclusion part will give brief idea on outcome of the study.

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